

Appendix E

Action Plan

'Older People's Housing Strategy (HRA)'

Action Plan – Older People’s Housing Strategy (HRA)

This action plan details how the Strategy will be delivered to achieve SDC’s six strategic objectives (UNIQUE) and in turn realise the Council’s vision.

1. Understand what current and future tenants want from their homes as they age and how this can be achieved.

Action	How will this be achieved?	Resource	Deadline	Progress	Outcome(s)	Review
1.1 Undertake further analysis and exploration of the results from the Older People’s Accommodation Research to deepen SDC’s understanding of the outcomes. Some areas to explore could include: <ul style="list-style-type: none"> Why residents were not supportive of community groups using the communal lounges. Why residents did not favour living in mixed communities. Why residents were unwilling to pay for additional services. 	Undertake focussed user groups with existing or prospective future tenants to obtain information which can further shape the strategic objectives.	Principal Sheltered Housing Officer (LM) Tenant Liaison Officer (CE) Business Support Officer (NP)	September 2019		Clear understanding and consultative approach to gathering intelligence to shape the service we deliver.	
1.2 Commission the Older People’s Accommodation Research to be undertaken again within 5 years. This will ensure the Council are aware of any changing trends enabling future reviews of this Strategy to reflect current and future demand.	Procure a research company to undertake the same survey of a further 500 Stroud district residents within 5 years. This feedback can be used during the review of the Strategy.	Projects Officer (CW)	November 2022	First survey undertaken in November 2018.	Data analysis and identification of any trends.	
1.3 Undertake market research to identify any additional tenure options specifically for older people, which may address a future gap in the range on offer from SDC.	Approach other Local Authorities and RP’s to find out what other tenures they offer.	Projects Officer (CW)	October 2020		Data analysis and potential options for delivering the service in a more effective manner.	
1.4 Carry out a thorough analysis of costs prior to any changes to service provision, and establish the financial viability of these options to tenants and the Council.	The costs of the different ranges of accommodation need to be considered, with regards to affordability to the end user and also the Council. This needs to take place in conjunction with the service charge project, so that tenants are clear about any possible changes to service charges. Where there are any possible increases to service charges, the Council will need to consider whether it can afford to subsidise some of these services and think creatively about how these service charges could be reduced.	Tenancy Operations Manager (PA) Principal Accountant (LC)	April 2020	Undertake further investigations in relation to service charges.	Transparent approach to true rent and service chargeable items informing choice and cost.	
1.5 Explore all options for funding any additional services.	Consider partnership working with other providers who already operate hub and spoke models, grants from external agencies and funding from external users.	Principal Sheltered Housing Officer (LM) Projects Officer (CW)	September 2020		Data analysis and potential options for delivering the service in a more effective manner.	

2. New homes should be designed to be dynamic allowing flexibility and adaptability for the future.

Action	How will this be achieved?	Resource	Deadline	Progress	Outcome(s)	Review
2.1 New homes should be built to be accessible.	Where possible – new homes should be built to building regulations Part M4 (2), Part M4 (3) or Lifetime Homes Standard.	Project Manager (KR)	Ongoing		New homes should allow ease of access to tenants where possible to enable them to live independently.	
2.2 The Standard Employer's Requirements (SER's) should be reviewed to identify any areas where the specification for new homes can be improved to enable tenants to live independently for longer.	The review should consider what changes could be made such as: <ul style="list-style-type: none"> • Adaptable kitchen space • Wet rooms • Easily accessible power points • Level access • Wider doors • Improved energy efficiency 	Project Manager (KR) Programme Delivery Manager (FG)	September 2019		Identify any changes which can be made to the specification for new homes which would allow tenants to live more independently as they age.	
2.3 Consider the mix and tenure of housing on sites which may suit older people's accommodation to continue increasing the amount of housing for this shifting demographic.	Consider sites which are close to health and support services, good transport links and local amenities. Review the 'older person's shared ownership' product and consider introducing this on any suitable sites.	New Homes and Regeneration Manager (LL) Policy Implementation Manager (PS) Head of Housing Services (KT) Principal Sheltered Housing Officer (LM)	December 2019		Ensure the delivery of housing is fit for purpose and meets the needs of future tenants. Introduce a competitive choice of housing options for older people.	
2.4 Review and assess the impact of any additional costs through changes to the SER's.	Consider whether these costs can be accommodated within the new build scheme costs and understand how this relates and impacts on future asset maintenance costs and affordability to the Council.	Project Manager (KR) Principal Accountant (LC)	December 2019		Ensure that any changes made to SER's can be accommodated within the HRA.	

3. Increase desirability of our older person's accommodation to encourage downsizing.

Action	How will this be achieved?	Resource	Deadline	Progress	Outcome(s)	Review
3.1 Continue to invest in the Sheltered Modernisation Programme – improving the quality and desirability of schemes.	Funding the remainder of the green and amber scheme improvements which do not currently fall within the medium term financial plan.	Senior Management Team Housing Committee Principal Accountant (LC)	Ongoing		Agree the priorities for the HRA Medium Term Financial Plan.	

<p>3.2 Re-brand and re-designate sheltered housing to 'Independent Living Hub', 'Independent Living +' and 'Independent Living'. Incorporating a robust communications plan of consultation in line with the service charge project.</p>	<p>Changes made to any references of Sheltered Housing – this should include:</p> <ul style="list-style-type: none"> • Leaflets and information sheets • SDC website and any other websites where this may be referenced • Signage at schemes • Notice boards at schemes • Job titles which reference sheltered housing 	<p>Principal Sheltered Housing Officer (LM)</p> <p>Head of Housing Services (KT)</p> <p>Support Officer (TBC)</p> <p>Communications Officer (RL)</p>	<p>July 2020</p>		<p>Consultation with tenants to support changes as proposed to ensure there is a smooth transition with minimum disruption and anxiety to existing tenants.</p> <p>Review, designate and implement the new model of Independent Living.</p>	
<p>3.3 Undertake a review of the current marketing and advertising material of the Council's older people's accommodation to see how this could be improved to increase awareness of the range on offer.</p>	<p>Understand what current marketing is being used, consider forming a working group of officers to review and amend, also consider with item 3.2.</p>	<p>Projects Officer (CW)</p> <p>Communications Officer (RL)</p>			<p>Ensure the marketing promotes the accommodation and service on offer and make it more attractive to prospective tenants.</p>	
<p>3.4 Promote and expand the support available for tenants who opt to downsize into smaller accommodation.</p>	<p>Review current promotion methods and identify how to extend the message. Also see item 3.2 and consider linking together.</p>	<p>Principal Neighbourhood Management Officer (ME)</p> <p>Senior Income Management Officer (PH)</p> <p>Communications Officer (RL)</p>	<p>September 2019</p>		<p>Ensure best use of stock and support those in larger properties to move into smaller homes releasing larger homes for families.</p>	
<p>3.5 Consider how activities will be arranged and advertised within the Hubs to ensure tenants have access to a range of health clinics and other activities.</p>	<p>Examine best practice from other Local Authorities and RP's to find out what has worked well. Consider whether this will be tenant led, or whether this is something which could be accommodated within existing roles in the service team.</p>	<p>Support Officer (TBC)</p> <p>Principal Sheltered Housing Officer (LM)</p>	<p>December 2019</p>		<p>Links to health and wellbeing strategy, also prevention of slips, trips and falls – leading to reduced A&E admissions and other preventative measures to assist independent living, including the recognition of loneliness and other mental health conditions.</p>	
<p>3.6 Undertake a review of the allocations process and existing age criteria for our older people's accommodation to ensure it is fit for purpose, enabling future tenants to live in accommodation which meets their needs.</p>	<p>Review the existing allocations process, and consider the current age restriction of 60+. Give consideration to more suitable allocations processes which may involve an assessment of need instead of age. Alternatively, a range of different ages for each Independent Living model which would allow greater flexibility of our assets ensuring they are being used in the most effective way.</p>	<p>Tenancy Operations Manager (PA)</p> <p>Policy Implementation Manager (PS)</p> <p>Housing Advice Manager (PB)</p>	<p>July 2020</p>		<p>Ensure the properties we are offering meet the need of tenants both current and future and remove restrictions to entry to be as flexible as possible.</p>	

4. Quality homes which provide a range of options which 'enable' tenants to live independently for longer.

Action	How will this be achieved?	Resource	Deadline	Progress	Outcome(s)	Review
4.1 Undertake a review of general needs bungalows which are located in close proximity to any schemes identified as 'Hubs'.	Consider whether any tenants in existing general needs bungalow accommodation would like to pay to access the activities in the 'Hub' schemes. Also consider whether to convert any general needs bungalows to independent living accommodation when they become void and affiliate them to a 'Hub' scheme – this would assist by providing additional older person's accommodation and by potentially reducing service charges to those living in a 'Hub'.	Principal Sheltered Housing Officer (LM) Principal Neighbourhood Management Officer (ME) Support Officer (TBC)	December 2020		Co-ordination, use and access to Hubs from general needs tenants. Working towards a cohesive community – promoting a common vision and sense of belonging.	
4.2 Review the existing Asset Management Strategy to identify any areas which could be improved to 'enable' tenants to live independently in their property for longer.	This could include replacement of components to help prevent slips, trips and falls. It could also include any items which make appliances or power sockets more easily accessible.	Programme Delivery Manager (FG)			Identify any areas which could improve tenant's ability to live independently as they age.	
4.3 Review and assess the impact of any additional costs through changes to the Asset Management Strategy.	Consider whether these costs can be accommodated within the HRA 30 Year Business Plan and what other positive or negative cost impacts may be generated to other stakeholders by making these improvements.	Programme Delivery Manager (FG) Head of Contract Services (JG)			Ensure the costs are achievable within the existing HRA provision.	

5. Understand how affordable our homes and services are for our tenants and SDC.

Action	How will this be achieved?	Resource	Deadline	Progress	Outcome(s)	Review
5.1 Review existing rents and service charges as part of the service charge project, to understand the cost to tenants and how these may alter with the new model in place.	Service Charge Project.	Tenancy Operations Manager (PA) Business Support Officer (NP)	Subject to Housing Committee Approval		To provide transparency of costs and a review of affordability to tenants and the Council.	
5.2 Consider conversion of any communal areas which are not utilised or where those communal areas are not suitable for conversion, or to offer genuinely desired facilities for both residents and older people in the vicinity.	Procure and engage an architect to assess the possibility for conversion. The current and future use of these communal facilities will need to be considered against the provision of new accommodation.	Project Manager (CH) Principal Sheltered Housing Officer (LM)	September 2020		Provide additional homes for older people at affordable costs.	
5.3 Consider how activities will be funded within the Hubs to ensure tenants have access to a range of health clinics and other activities which can be rolled out to outlying properties.	Explore any possible funding options from external providers. Consider how these activities could provide the opportunity to generate income to help support the future viability of these social activities.	Principal Sheltered Housing Officer (LM) Projects Officer (CW)	December 2019		Support the delivery of activities and increase funding available for the provision of these within Hubs.	

6. Engage with other agencies and community groups to improve partnership working; reducing social isolation and improving health and wellbeing.

Action	How will this be achieved?	Resource	Deadline	Progress	Outcome(s)	Review
6.1 Work in partnership with Gloucestershire County Council to develop their Housing with Care Strategy.	Attend strategic meetings with GCC as necessary.	Senior Housing Strategy Officer (LS) Members	Ongoing		To share SDC's vision for housing for older people with Gloucestershire County Council.	
6.2 Explore other partnership working with organisations such as the NHS, or those suggested within the Ark Report to improve the housing options for our tenants.	Review the Ark Report and GCC Housing with Care Strategy and identify any possible partnership opportunities.	Head of Housing Services (KT) Principal Sheltered Housing Officer (LM)	December 2019		Cohesive communities enabling outreach surgeries in communal areas.	
6.3 Consider where practical applying dementia friendly improvements and practices across Independent Living schemes.	This will be achieved through the continuation of the sheltered modernisation programme improvements.	Project Manager (CH)	Ongoing		Improvements to the communal areas our Independent Living Schemes to assist the lives of tenants living with dementia.	

Action Plan Owner:	Kevin Topping, Head of Housing Services
Review:	Bi-Monthly with annual updates to Housing Committee